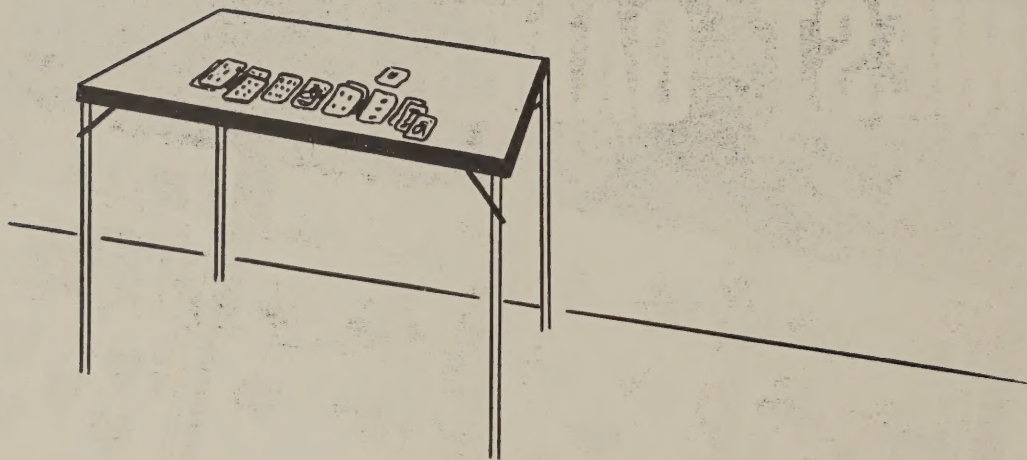


AN HONEST GAME



RURAL ELECTRIFICATION ADMINISTRATION • U. S. DEPARTMENT OF AGRICULTURE



This is a game of solitaire,
Play it alone and play it fair.

The following pages contain a game of solitaire. After you have played it you will know the kinds of questions that go through your supervisor's mind when he rates you on your efficiency. Your final efficiency rating is computed from marks on the various elements of the efficiency rating form which apply to your job.

A basic principle to be followed by all raters and reviewers is: If an element is not required in the position it should not be marked. This is also a basic principle in our game of solitaire.

The elements on the efficiency rating form are the cards in the pack you

will use in this game. Some of them apply to your position and some do not. Be careful to select only the elements you consider of major importance in your position. After each question, under the elements selected by you, check the column, Always, Usually, Often, Sometimes or Rarely, which most nearly describes your performance on the job in relation to the element.

Turn the page, play the game straight through, then determine your adjective scoring by the rules at the end of the game. The adjective scoring and your scoring on the individual questions are your own evaluation, so be honest with yourself.

Use the following key in determining the column
in which your performance fits:

	A	U	O	S	R	
1.						Always
2.						Usually
3.						Often
4.						Sometimes
						Rarely

Maintenance of equipment, tools, instruments.

(Answer if you use machinery, appliances, tools.)

1. Do I keep my equipment in good working order?
2. Do I handle and store my equipment carefully?
3. Do I notify the person in charge when repairs are needed?
4. Do I protect my equipment against breakage and loss?

	A	U	O	S	R
1.					
2.					
3.					
4.					



Equipment should have thoughtful care;
It gets a lot of wear and tear.
So don't be lazy and destructive,
Have an attitude that is constructive.

Mechanical skill.

(Answer if you are working in a mechanical trade--electrician, plumber, mechanic, etc.)



Mechanical skill is what you need,
To give you the chance to get in
the lead.

How much you know is not the test,
The way you do it can make you best.

1. Do I use the tools of my trade with skill?
2. Do I know the "tricks of my trade?"
3. Do I know how to tackle each job?
4. Am I satisfied with the job I've done?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Skill in the application of techniques and procedures.

(Answer if you are responsible for following prescribed methods--as in statistical clerk, bookkeeper, etc.)

1. Do I do things in the proper order?
2. Do I do things as I am told to do them?
3. Do I know which method to use in different cases?
4. Do I understand the recommended methods?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Presentability of work.

(Answer if you are responsible for appearance and arrangement in preparation of letters, tables, etc.)

1. Is my work neat and orderly?
2. Do I arrange my work logically in relation to the use that is to be made of it?
3. Is my work legible?
4. Does my work have a balanced appearance?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Attention to broad phases of assignments.

(Answer if you are responsible for consideration of matters beyond the scope of the immediate assignment--determining courses of action, etc.)

1. Do I understand the objectives of my work and its relation to the program of which it is a part?
2. Do I understand the effect of my own work on the other activities of the agency?
3. Do I avoid or work out inconsistencies or conflicts?
4. Do I know when and how to restrict or expand an assignment so that it will be best adapted to its final use?

	A	U	O	S	R
1.					
2.					
3.					
4.					



The job is done, so now let's see
How well it looks to you and me.
Be neat, take care, and you will find
Well-turned out work gives peace of mind.



If you pay attention to all the fine points
Don't worry, you can work in lots of good joints.
.....

With accuracy in every detail
Your work will be easy and through it you'll sail.

Attention to pertinent detail.

(Answer if your work involves many details to be remembered.)

1. Do I notice and take care of small details?
2. Do I understand the fine points of the procedures I handle?
3. Do I watch for and catch errors?
4. Do I avoid waste of time and materials?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Accuracy of operations.

(Answer if your work concerns only part of a larger operation but you are responsible for the accuracy of your part of it.)

1. Is my work exact and precise?
2. Do I protect my work against damage or loss due to inaccuracy?
3. Is my work accurate?
4. Do I assume the responsibility for the exactness of my part of the job?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Accuracy of final results.

(Answer if you are responsible for the accuracy and effectiveness of a job you carry through from beginning to end.)

1. Do I know the purpose for which my work will be used?
2. Does the work I do meet exactly the purpose for which it is intended?
3. Is my work consistent?
4. Is my work effective?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Accuracy of judgments or decisions.

(Answer if you are responsible for correctness of interpretations or for courses of action.)

1. Are my suggestions, recommendations, interpretations and decisions accepted as sound?
2. Do I foresee changes in conditions or probable events and make my decisions accordingly?
3. Does my reasoning and analysis follow an orderly sequence?
4. Do I recognize and give proper weight to the factors involved?

	A	U	O	S	R
1.					
2.					
3.					
4.					



Be exacting, be precise.
Inconsistencies aren't nice.
Base decisions on firm ground.
Make suggestions that are sound.



It's not so much ideas in your head
It's how they come out and how they are said.

Effectiveness in presenting ideas or facts.

(Answer if your job involves expression of facts or ideas, orally, in writing or by your artistic production.)

1. Do I create and hold interest?
2. Do I choose the simplest means?
3. Do I use emphasis sufficiently but not too much?
4. Do I succeed in suggesting the desired conclusion?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Industry.

(Answer if you are responsible for applying your time, interest and energy to your work without close supervision.)

1. Do I concentrate on my work?
2. Do I work steadily?
3. Do I avoid visiting and gossiping with others?
4. Do I avoid taking care of personal business during working hours?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Rate of progress on or completion of assignments.

1. Do I keep my work on a current basis?
2. Do I meet schedules and deadlines?
3. Do I keep the job moving?
4. Is my rate of progress satisfactory?

	A	U	O	S	R
1.					
2.					
3.					
4.					



Coffee, gossip, wasting time
 Can these be any faults of mine?
 Or do I hit a deadline cold,
 Without forever being told.



Some folks work fast, and others work slow,
But are you accurate? That's what you should know.
.....

If you sometimes have more than you can do
Putting first things first may pull you through.

Amount of acceptable work produced.

(Answer if you work on a production basis under continuing workload where production records are or could be kept.)

1. Does my daily work output compare well with the average for my unit?
2. Does my monthly work output compare well with the average for my unit?
3. Is my work output even, over a long period of time?
4. Is my work acceptable?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Ability to organize his work.

(Answer if you have to plan details of work for many activities with a minimum amount of supervision.)

1. Am I orderly--putting first things first?
2. Do I give a proper proportion of attention to each matter?
3. Do I coordinate my work with that of others?
4. Do I adjust my activities to circumstances and facilities?

	A	U	O	S	R
1.					
2.					
3.					
4.					

Effectiveness in meeting and dealing with others.

(Answer if you personally contact others as a representative of your office.) (For the public)

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1. In talking with others, do I have self-control, tact and poise?
2. Do I continually realize that my dealings with others affect their judgment of the agency in which I work?
3. Am I careful of personal appearance and hygiene?
4. Do I accomplish the desired objectives in dealing with people?

	A	U	O	S	R
1.					
2.					
3.					
4.					

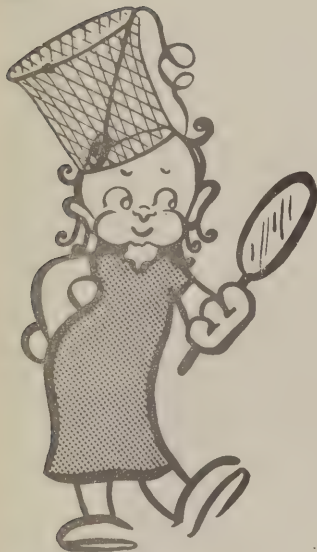
Cooperativeness.

- (Answer if you work with others in completing work for the good of the organization.)
1. Do I work for the group's results?
 2. Do I work unselfishly and generously, subordinating my personal likes and dislikes?
 3. Do I offer my services to help others?
 4. Do I do the things I am told to do, at the time and in the way I am told to do them?

	A	U	O	S	R
1.					
2.					
3.					
4.					



When working around with close friends and others
Are you courteous and kind and treat them like brothers?
.....
Do you do your own work and help others? You should!
If your conscience says "yes," we think you are good.



Do you take the initiative, when you
should not be told?
If your answer is "yes," then you're
as good as gold.

~~~~~  
If you have several ways to ring the bell,  
Of you, the bees will certainly think well.

### Initiative.

(Answer if you are responsible for knowing what needs to be done and have authority to go ahead and do it.)

1. Do I make plans and carry them out without being specifically told to do so?
2. Do I accept the responsibility for my actions?
3. Do I handle emergencies effectively?
4. In maintaining self confidence do I realize it does not benefit from self conceit?

|    | A | U | O | S | R |
|----|---|---|---|---|---|
| 1. |   |   |   |   |   |
| 2. |   |   |   |   |   |
| 3. |   |   |   |   |   |
| 4. |   |   |   |   |   |

### Resourcefulness.

(Answer if you are responsible for solving problems, particularly new ones, where precedents or established methods are inadequate.)

1. Do I have and use imagination and ingenuity in working out problems?
2. Do I apply known principles or established methods to new uses?
3. Do I make use of what is available?
4. Do I have fertility of ideas--when one will not work, can I produce others?

|    | A | U | O | S | R |
|----|---|---|---|---|---|
| 1. |   |   |   |   |   |
| 2. |   |   |   |   |   |
| 3. |   |   |   |   |   |
| 4. |   |   |   |   |   |



Dependability.

(Answer if your work is relied upon or the work of others would be seriously affected by your failure to follow a work schedule.)

1. Do I remember all the things I should do, and get them done without having to be reminded?
2. Do I keep appointments, and carry out promises I have made?
3. Do I know what information to give and when?
4. Am I alert, loyal and honest?

|    | A | U | O | S | R |
|----|---|---|---|---|---|
| 1. |   |   |   |   |   |
| 2. |   |   |   |   |   |
| 3. |   |   |   |   |   |
| 4. |   |   |   |   |   |



Are you honest and faithful and always around,  
Or do you slip off and go uptown?  
This girl is sleeping, a mess she is in.  
Now honestly folks, ain't this a sin?



Many a person has had to weep  
 Because he did not get enough sleep.  
 It's not necessary to be handsome a bit,  
 But you owe it to all of us to be physically fit.

### Physical fitness for the work.

(Answer if your work involves manual labor or physical alertness, as in laborer positions.)

1. Do I have the physical strength to do a full day's work?
2. Am I able to do the lifting, carrying, pulling, or standing that my job requires?
3. Am I alert?
4. Do I keep myself in good physical condition?

|    | A | U | O | S | R |
|----|---|---|---|---|---|
| 1. |   |   |   |   |   |
| 2. |   |   |   |   |   |
| 3. |   |   |   |   |   |
| 4. |   |   |   |   |   |

## TO GET YOUR ADJECTIVE SCORING

|                           |     |        |                                      |        |
|---------------------------|-----|--------|--------------------------------------|--------|
| No. of questions answered | "A" | _____. | Multiply by 5, and enter figure here | _____. |
| " "                       | "U" | _____. | " 4, "                               | _____. |
| " "                       | "O" | _____. | " 3, "                               | _____. |
| " "                       | "S" | _____. | " 2, "                               | _____. |
| " "                       | "R" | _____. | " 1, "                               | _____. |
| Total (X).....            |     |        | Total (Y).....                       |        |

Divide Total Y by Total X \_\_\_\_\_. This is your numerical scoring.

Translate into adjective scoring as follows:

"5" is Excellent and you're tops. Try to stay that way.

"4" is Very Good. With a little thought and effort you can make it Excellent.

"3" is Good. As you can see, there is room for improvement and we hope you'll go to the top.

"2" is Fair. Get busy and improve your performance before March 31.

"1" is Unsatisfactory. BEWARE! You haven't long to stay in your job unless you follow suggestions above.



It is the responsibility of each supervisor to discuss individually with each employee under his supervision, the employee's record of work, rate of progress and manner of performance. This method promotes understanding.

All efficiency ratings must be honest and fair. They are used, without prejudice, in determining periodic pay increases, grade promotions, reassignments and reduction-in-force procedures. Experience shows that when unbiased ratings are given both the employee and the government benefit.

Your boss is now ready to discuss with you  
The job you are doing and how you came through.  
To rate you correctly he will do his best;  
What the rating will be depends on how you've  
progressed.

He will praise where deserved and criticize when  
required,

Will analyze your problems and suggest solutions  
if desired.

If you have played the game honestly there is  
no cause to fear

For you will be playing the same game year after  
year.



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Now you've had your fun and it's time for serious thoughts. We hope the following questions and answers will be interesting to you. After you've read them, if you have additional questions, ask your supervisor. He knows the answers.

- Q. Should the employee be told "how he is doing?"
- A. Yes, daily where possible, and, by all means, whenever an opportunity presents itself.

Two thoughts are uppermost in the minds of most employees. "How'm I doing?" "Don't overlook me in the shuffle." These basic thoughts show the need for what experts call RECOGNITION AND SECURITY.

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- Q. Should the employee have an opportunity to talk over his rating with his supervisor before he receives the notice of his efficiency rating?
- A. Yes, the Rater is requested to discuss the rating with the employee before he submits the rating sheet to the Personnel Division.
- Q. Should the Rater discuss with the employee the individual elements on the efficiency rating form?
- A. Yes. Moreover, he is urged to be frank and to explain things to the employee because most serious grievances and appeals originate through misunderstanding rather than through disagreement. Help towards understanding is the essence of supervision.
-



Q. Should the employee ask questions?

A. Yes, by all means. The employee should speak freely.

Q. What happens if the employee disagrees with the Rater?

A. He has, of course, the right to appeal, but it is suggested that he think over the situation, then return and talk the matter over with the Rater before he appeals.

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It is not difficult to fulfill the normal need of practically everyone to be SOMEONE; nor is it difficult to let each employee know exactly where he stands, how safe his job is, and what his chances are for the future. Raters and Reviewers, remember, are closest to the workers.

A complete understanding between the Rater, the Reviewer, and the Employee is mutually beneficial to one another in the evaluation of all ratings. Through such an informal understanding, all concerned will work together more efficiently and productively for the best interests of REA and the public.



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